



UNITED STATES CIVIL SERVICE COMMISSION

IN REPLY PLEASE REFER TO

WASHINGTON, D.C. 20415

JAN 1 1977

YOUR REFERENCE

Memorandum: To Heads of Departments and Agencies

Subject: Agency Intramanagement Communications and Consultation Systems

The success or failure of an organization depends in large measure on the quality of its management team. Since supervisors are key members of this team, the effectiveness of management depends in large part on how well executive management communicates and consults with supervisors. Supervisors must be afforded an opportunity to participate meaningfully in the decision-making process of their agencies. They should be consulted on issues in all areas of agency activity, especially those facets for which they have a significant responsibility. Such active supervisory participation in agency management is prerequisite to their identification as part of the management team.

Dynamic agency systems for communicating and consulting with supervisors and groups of supervisors are an effective means of assuring that supervisors are identified -- by their employees, as well as themselves -- as important members of the management team. These systems can lead to better management of your organization in several important ways -- general upgrading of agency operations, improvement of working conditions of your supervisors, exchange of important information on a regular basis, and enhancement of managerial effectiveness.

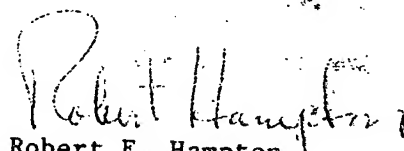
I am convinced that the establishment and maintenance of agency systems for communicating and consulting with supervisors and groups of supervisors must be a high priority goal of all Federal managers. Further, they must have your personal attention and that of your principal assistants if they are to be fully effective.

Since we were interested in ascertaining the extent of progress in this important area, the Civil Service Commission recently conducted a survey of agency efforts to implement Federal Personnel Manual (FPM) Chapter 251 guidance (Intramanagement Communications and Consultation). While the survey uncovered several, varied agency approaches to dealing with the subject, we were disappointed at what it revealed concerning high-level management involvement.

Forty-six agencies, representing only about half of those polled, responded to the survey. Of those agencies which responded, over half had not issued either a formal policy statement or agency implementing regulations concerning intramanagement communications and consultation. Forty percent of the agencies which responded had issued some type of policy statement or implementing regulations while a small number was in the process of drafting implementing regulations.

Comparing these data with those obtained in our last survey five years ago, we find that there has been some increase in agency activity (40 percent of those responding in 1976 versus 22 percent of those responding in 1971 have now issued regulations and/or policy statements). Still, after five years, the majority of agencies have not issued any such regulations or statements. Because it is highly probable that most of those agencies which did not respond at all have been inactive in this area as well, we assume that approximately 75 percent of Federal agencies have taken few, if any, steps to implement the Federal Personnel Manual guidance issued early in 1971.

The guidance in FPM Chapter 251 has recently been updated. In addition, an FPM bulletin has been prepared which provides rather extensive feedback on our recent survey of agency implementation of the FPM guidance. These two documents will be published shortly and will provide your staffs with considerable guidance on how to implement effective agency systems for intramanagement communications and consultation. I ask those of you who have been inactive in this area to make the establishment of such systems a high priority for your organization. And, I ask those of you whose agencies have already established effective systems for intramanagement communications and consultation to continue monitoring your agency's efforts in this area. The Commission's Bureau of Personnel Management Evaluation will be giving special attention to your efforts during future evaluation visits.


Robert E. Hampton
Chairman

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EXECUTIVE SECRETARIAT

Routing Slip

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Remarks:

For info + appropriate action
 P.S.: Perhaps one of us
 should tell the CG that
 Mr Colby is no longer at
 this address.

Execu

Date

31 July

(EXECUTIVE)

Curt [Signature]